



Glasgow

Community  
Justice

Authority **CJA Corporate Governance Framework and Action Plan**

1. This report outlines the emerging governance arrangements which the CJA requires to put in place to meet its obligations as a corporate body. These arrangements supplement key policies and procedures already agreed. They appear extensive; however, it is proposed that, where possible, the existing governance related policies and procedures of the City Council are adopted, where they do not conflict with the CJA's statutory role.
2. Community Justice Authorities (CJA's) were created by the Management of Offenders Act 2005. They came into existence in April 2006 and took up their full range of powers in April 2007. To date a range of governance arrangements have been developed and put in place.
3. Since the 8 CJAs in Scotland came into full operation in April 2007 both Cosla and the Scottish Government have developed further guidance which outlines the 8 CJAs' governance requirements. These are set out in the Financial Memorandum from the Scottish Government Community Justice Division April 2008 and in the Cosla commissioned report made available to CJA Chief Officers in September 2007. (Both reports are available on request from the CJA office). In total the suggested policies and procedures extend to 40 separate policies and cover a range of issues.
4. The CJA is a small organisation, employing only three staff. It is recommended that the approach to developing these policies should be proportionate to the responsibilities and the resources of the organisation. The CJA purchases currently a number of corporate advice and support services from the local authority, Glasgow City Council, including HR, payroll, legal, financial, ICT and communication support. It would seem appropriate to adapt or adopt its policies where this does not conflict with the CJA's statutory role.
5. It is recommended that the CJA also develops a framework which reflects the Good Governance Standards for Public Service: The Independent Commission for Good Governance in Public Services (2005) identified 6 principles that could commonly be applied to all public services and these have been adapted recently by CIPFA for local government. It would be regarded as good practice for the CJA to adopt the standards, although there is no legal requirement to do so.
6. The six standards include:
  - Focusing on the purpose of partnership and on delivering better outcomes for citizens and service users.
  - Performing effectively in clearly defined functions and roles.
  - Promoting values for the whole partnership and demonstrating the values of good governance through high standards and behaviour.

- Taking informed, transparent decisions in the partnership which are subject to scrutiny and managing risk.
  - Developing the capacity and capability of members and officers to be effective in partnership working.
  - Engaging with local people and other stakeholders to ensure robust public accountability for the achievement of the partnership.
7. The CJC Corporate Governance Framework and Action Plan attached identifies the governance arrangements that have been established or used to date and what further work requires to be carried forward. It draws on a Self Assessment of Governance and Internal Control completed by the Chief Officer and on recent work completed as part of the audit of the CJA conducted by Audit Scotland.

**GLASGOW COMMUNITY JUSTICE AUTHORITY GOVERNANCE FRAMEWORK**

DRAFT

Standard 1: Focusing on the purpose of the partnership and delivery of better outcomes for citizens and service users

<b>Requirements of Corporate Governance</b>	<b>Evidence of Meeting Requirements</b>	<b>Action to be taken to meet requirements</b>	<b>Timescale</b>
1.1 Being clear about the partnership's purpose and its intended outcomes for citizens and service users	Area Plan 2008-2011 Annual Report 2007-2008	National and local performance framework to be developed.	April 2009
1.2 Making sure that users receive a high quality service	Review Inspection Reports	Establish arrangements for partners' quality assurance systems to be reported to the Authority as part of performance framework	April 2009
1.3 Making sure taxpayers receive value for money.	Financial Monitoring reports to CJA <ul style="list-style-type: none"> <li>• CJSW grant allocation</li> <li>• CJA Administrative Annual Accounts</li> </ul>	Adopt formally CJA Scheme of Delegation  Implement the actions set out in the SG Financial Memorandum April 2008	December 2008  March 2009

Standard 2: Performing effectively in clearly defined functions and roles

<b>Requirements of Corporate Governance</b>	<b>Evidence of Meeting Requirements</b>	<b>Action to be taken to meet requirements</b>	<b>Timescale</b>
2.1 Being clear about the functions of the governing body	Management of Offenders Act etc (Scotland) 2005  Standing Orders  Area Plan 2008-2011  Series of briefings for members at quarterly board meetings.	Further seminars planned on the role of the Police Seminar planned on joint working on Addictions. Formal induction pack and process for new members and staff Explore with other CJAs and local authorities the practical use of SLAs between CJA and SWS	September 2008  January 2009  August 2009  August 2009
2.2 Being clear about the responsibilities of members and managers and making sure responsibilities are carried out.	Area Plan Action Plan 2008-2009 includes named lead officers Role of lead officers agreed National support Team and Scottish Government appointed consultants supporting the Conveners' training Financial memorandum and accountable officer guidance received April and June 2008	Approve the Scheme of Delegation  Code of conduct for staff  Consider and implement the financial memorandum from the Scottish Government and the Accountable Officer role  Revised SLA in place with GCC for support services	December 2008  August 2009  March 2009  December 2008

2.3 Being clear about relationships between members and the public	Code of Conduct for Members of Devolved Public Bodies approved June 2008	Agree the draft communications strategy.	December 2008
	Register of Members interest maintained	Make the register available on the new website	March 2009

Standard 3: Promoting values for the whole partnership and demonstrating the values of good governance and high standards of behaviour

<b>Requirements of Corporate Governance</b>	<b>Evidence of Meeting Requirements</b>	<b>Action to be taken to meet requirements</b>	<b>Timescale</b>
3.1 Putting partnership values into practice	Code of Conduct for Members of Devolved Public Bodies Register of Members' Interests Equality Scheme Freedom of Information Scheme	Launch CJA website to improve communication with broad range of stakeholders.	Go live September 2008
		Complete any further consultation on the equality scheme	March 2009
3.2 Individuals behaving in ways that uphold and exemplify effective governance	Ethical Standards in Public Life Compliance Complaints Procedures as part of the FOI scheme	Establish Communication Strategy and agree key messages	December 2008
		Code of Conduct for staff	March 2009

Standard 4: Taking informed, transparent decisions in the partnership which are subject to scrutiny and managing risk

<b>Requirements of Corporate Governance</b>	<b>Evidence of Meeting Requirements</b>	<b>Action to be taken to meet requirements</b>	<b>Timescales</b>
4.1 Being rigorous and transparent about how decisions are taken	Area Plan and Action Plan set out objectives and actions Minutes and papers available in advance of meetings on the Council website in line with Standing Orders Limiting 'in camera' sub groups Financial Monitoring FOI Scheme	Continue to develop the approach to budget and service planning  Improved performance monitoring through the performance framework  Approve the Scheme of Delegation	For new financial year 2009-2010  April 2009  December 2008
4.2 Having and using good quality information, advice and support	Reports and presentations to CJA on specific areas of interest from all partners	Establish local performance framework Utilise expertise within partnership to inform and advice CJA on activity	April 2009  Ongoing series of briefings for the Board 2008-2009
4.3 Making sure that an effective risk management system is in operation	Area Plan linked Risk Register Asset Register	Review the current risk register following the approval of the Action Plan 2009-2010 and submit for Board approval  Adopt whistleblowing policy and fraud and theft polices from GCC	March 2009  March 2009

Standard 5: Develop the capacity and capability of members and officers to be effective in partnership working

<b>Requirements of Corporate Governance</b>	<b>Evidence of Meeting Requirements</b>	<b>Action to be taken to meet requirements</b>	<b>Timescales</b>
5.1 Making sure that appointed and elected members have the skills, knowledge and expertise they need to perform well	Participation in Conveners Forum and support by Scottish Government appointed consultants. Programme of development sessions for members and partners	Deliver two further seminars 2008-2008 on the role of the Police and on alcohol and addictions  Induction pack and session to be developed for new members	September 2008  February 2009  August 2009
5.2 Developing the capability of people with governance responsibilities and evaluating their performance as individuals and as a group	National series of conveners meetings National series of Chief Officers meetings	Establish framework for continuous professional development & appraisal procedures for CJA staff  Chief Officers scheme to be agreed nationally  Implement GCC PDP for other staff	TBD by Government and Conveners  August 2009

Standard 6: Engaging with local people and other stakeholders to ensure robust public accountability for the achievement of the partnership

<b>Requirements of Corporate Governance</b>	<b>Evidence of Meeting Requirements</b>	<b>Action to be taken to meet requirements</b>	<b>Timescales</b>
6.1 Understanding formal and informal accountability relationships	<p>Scottish Government appointed consultants support to the Conveners nationally</p> <p>Code of Conduct for members</p>	<p>Establish accountability within performance framework</p> <p>Joint training with Chief Officers and conveners nationally</p>	<p>April 2009</p> <p>March 2009</p>
6.2 Taking an active and planned approach to dialogue with accountability to the public.	<p>Consultation through the Residents Survey spring 2008 and 2009</p> <p>Consultation with Families completed May 2008</p> <p>Consultation with prisoners summer 2007</p> <p>Board meetings are public Agenda and minutes available on website Publication Scheme</p>	<p>Approve the draft communication strategy</p> <p>Publish Annual Report including financial statement</p> <p>Consultation with communities on Local Community Service projects</p> <p>Explore further opportunities to consult the public through residents' survey</p>	<p>December 2008</p> <p>September and December 2008</p> <p>March 2009</p> <p>Ongoing</p>
6.3 Taking an active approach to responsibility to staff	HR policies adopted from Glasgow City Council	Establish framework for continuous professional development and performance appraisal of CJA staff	August 2009

		Develop staff training	ongoing
6.4 Engaging effectively with institutional stakeholders	<p>6 weekly meetings held with lead officers from partner organisations</p> <p>Series of meetings with national bodies at 6 weekly chief officer national meetings</p> <p>Quarterly national meetings held with Scottish government Team</p> <p>SPS Liaison manager appointed and co-located in CJA Office</p> <p>Representing the CJA at national conferences such as SASO Glasgow May 2007</p> <p>Area Plan details those national and local organisations consulted on our 3 year actions</p>	<p>Website will provide vehicle for wider communication with stakeholders</p> <p>Develop communication protocol &amp; strategy</p> <p>Series of seminars and briefings</p> <p>Review stakeholder involvement as part of annual planning</p>	<p>Launches September 2008</p> <p>December 2009</p> <p>Ongoing</p> <p>Ongoing</p>